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# INSPECTION HORIZONS

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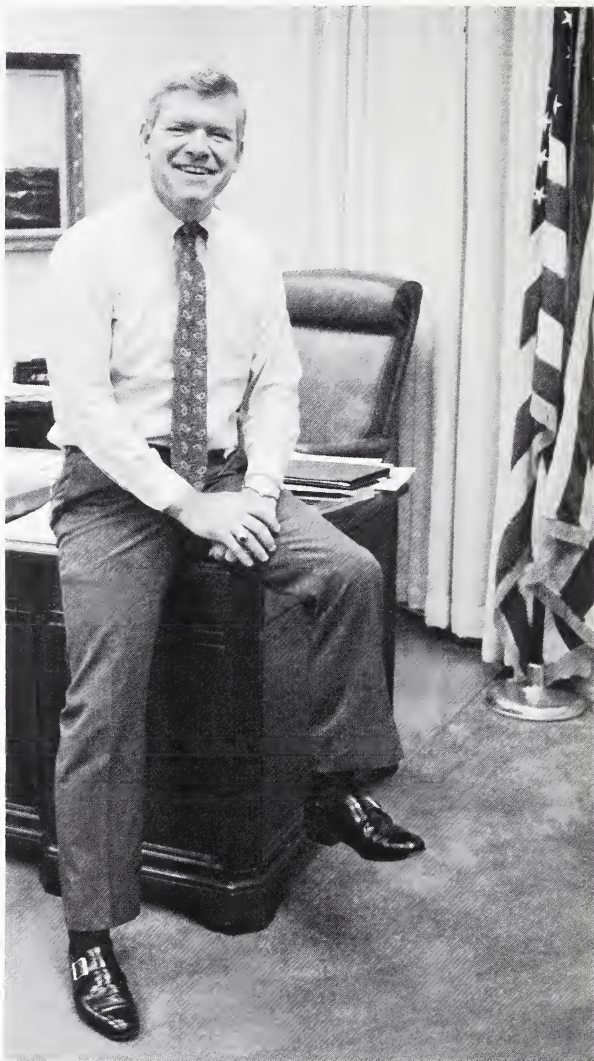


**Food Safety and  
Inspection Service  
Strategy for the  
1990s**



# A Message From The Administrator

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*Dr. Lester M. Crawford,  
Administrator*

I would like to share my vision of what FSIS should be in the coming decade: the premier food safety organization in the world. Three elements are essential in accomplishing this goal: FSIS must be structured for success, armed with the techniques of modern science, and supported by a nationwide staff of informed and committed employees. That is why I recently directed the realignment of the headquarters staff, a move that merges key technical support and scientific functions. The realignment will facilitate the development of a more science-based inspection program.

Science-based inspection implies the use of the "scientific method," a universally accepted methodology which can be used for testing the efficacy of proposed inspection improvements. For example, it is possible to test and verify the hypothesis, *the Hazard Analysis and Critical Control Point (HACCP) system is a superior means of ensuring food safety*, by employing experimental techniques such as pilot tests to produce systematic and quantifiable data. The tests can then be replicated to verify findings and conclusions.

I will continue to rely on our employees to provide the third and last element, an informed and committed inspection staff. I predict a virtual revolution in food safety in the coming decade. The key priorities of FSIS' program are listed below in the section entitled "Areas of Emphasis." But, I will need the cooperation and participation of all FSIS personnel to be successful. We can make FSIS the leader in food safety for the 1990s.

# Office of the Administrator

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*Dr. Ronald J. Prucha,  
Associate Administrator*

FSIS is an organization on the move. We have restructured the headquarters staff, evaluated our previous program goals, established several new ones, and set about the task of revolutionizing food safety through the introduction of HACCP. With so much happening, we cannot afford to overlook our most important resource—our inspectors. That is why one of my personal priorities for the 1990s is Total Quality Management, or TQM. If I could characterize TQM in a sentence, I would say it is a management philosophy that recognizes the importance of using each employee's knowledge and experience to improve quality and consumer satisfaction. My goal is to find ways to foster supervisor and employee relations that will produce a total quality management environment in FSIS.



*Dr. Catherine E. Adams,  
Assistant Administrator*

The primary role of the Assistant Administrator is to act as the Agency's domestic and international science liaison. My most important job at the moment is to serve as the Executive Director for the HACCP Implementation Program. HACCP will make our inspection program an even better food protection and public health system. By employing the kind of scientific approach embodied in the HACCP system, we will be able to ensure a healthful and high-quality food supply for consumers in the coming decade.



# Areas of Emphasis

## Hazard Analysis and Critical Control Point (HACCP)

HACCP is a logical, simple, but highly specialized system for food safety control that can be applied to both slaughter and processing operations to prevent public health problems and other regula-



tory violations. No other system of inspection can match HACCP in assuring consumers a safe and healthful food supply. The Agency has begun the transition to HACCP by preparing a concept paper that describes HACCP principles and objectives and a strategy paper that provides details on a 2-year implementation study to determine the process for implementing HACCP in meat and poultry inspection operations. Agency objectives for this Area of Emphasis are to:

1. Consult with interested groups about HACCP implementation in FSIS programs and the process for implementation.
2. Design and gradually implement an inspection program based on HACCP principles.

## Food Labeling Reform

FSIS is responsible for ensuring that meat and poultry products distributed to consumers are properly labeled. New foods and new technology present many challenges in protecting consumer interests. Issues include



how best to convey accurate information about the nutritional characteristics of the product and how that product fits total dietary requirements. Agency objectives for this Area of Emphasis are to:

1. Develop clear principles for assessing nutritional claims and handling instructions in order to better inform consumers.
2. Collaborate with the Food and Drug Administration (FDA) on the adoption of responsive labeling requirements for all food products.

## **Science-Based International Food Regulation (Codex Alimentarius)**

Differences in international food regulations cause serious trade problems among countries. FSIS will continue to work with Codex Alimentarius and other international organizations to utilize scientific information in developing harmonized food safety regulations and facilitating the resolution of trade disputes. The Agency will advocate the acceptance of HACCP as the framework for the development of international standards for food safety. International adoption and implementation of the HACCP system will ensure the uniform safety of all food pro-



ducts. Agency objectives for this Area of Emphasis are to:

1. Reduce trade barriers by supporting science-based resolution of food safety disputes.
2. Encourage international food standard-setting organizations to adopt the HACCP model as the framework for international food safety systems.

## **Reduction of Microbiological Hazards**

Microbiological hazards in meat and poultry present challenging obstacles to the Agency's efforts to guarantee a safe food supply. FSIS is committed to reducing the prevalence of food-borne disease. This mission will be supported by the use of modern technologies, such as rapid tests, as well as by recommendations provided by the National Advisory Committee on Microbiological Criteria for Foods. Agency objectives for this Area of Emphasis are to:

1. Continue to assess current microbiological hazards in meat and poultry production and utilize appropriate control and testing procedures to address those problems.
2. Enhance consumer information about potential microbiological hazards (such as cross-contamination and improper food handling).
3. Implement recommendations from the National Advisory Committee on Microbiological Criteria for Foods.

## **Total Quality Management (TQM)**

President Bush has committed his Administration to improving the productivity and quality of Federal Government activities. To support this commitment, all Federal agencies will be implementing Total Quality Management

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(TQM). TQM is a management philosophy that strives to tap the creative energies of employees to achieve higher levels of quality service and customer satisfaction.

FSIS has been directed by the Office of Management and Budget to introduce TQM principles into the Agency's operations and work culture. For FSIS, TQM represents a challenge and an opportunity to create an environment where employees are encouraged and eager to work with management in improving service to the consumer. TQM applies to everything FSIS does, from inspection operations to equal opportunity for employees. Agency objectives for this Area of Emphasis are to:

1. Develop means by which employees may actively participate in formal, continuous program improvement efforts, such as HACCP implementation and label reform.
2. Create a service mentality in FSIS that focuses on delivering a quality performance that satisfies the needs of the consumers we protect, the industry we regulate, and our own employees.
3. Conduct training to enhance employee job skills, productivity, and career opportunities, and ensure effective labor relations and equal opportunity.

## **Public Information and Consumer Education**

FSIS has provided food safety education to the public for more than 15 years through its Meat and Poultry Hotline and a variety of consumer publications. New audiences must be reached, such as consumers facing special risks from foodborne illness and individuals for whom English is not a native language.



Encouraging a better understanding of the U.S. food protection system and the challenges it faces is also a priority. FSIS must provide accurate and responsible information concerning food safety issues and the benefits and risks of moving ahead with advances made possible through science and technology. Agency objectives for this Area of Emphasis are to:

1. Encourage a better understanding of USDA's role in protecting the public health, and ensure confidence in the safety of the meat and poultry supply.
2. Broaden the scope of campaigns teaching safe food handling practices to new audiences by using HACCP principles to target food handling practices that present the greatest risk of foodborne illness.

## **Residue Control**

Antibiotics and other animal drugs used during the production, manufacture, and preparation of food products become problems when proper dosages are exceeded or insufficient withdrawal time is allowed prior to slaughter. The Agency is strongly committed to reducing residue levels in food products, and intends to concentrate its resources in the future on preventing residue contamination at the source. Agency objectives for this Area of Emphasis are to:

1. Use risk management principles such as HACCP to identify and prioritize residue testing.
2. Continue FSIS commitment to employ up-to-date scientific technologies, such as rapid tests.
3. Continue to encourage industry participation in order to prevent hazardous residues from occurring throughout the animal production process.

# The New Executive Team and Their Responsibilities

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The FSIS Executive Team is comprised of the Agency's senior managers, each of whom has been selected on the basis of indepth experience and program knowledge. Individually, each is charged with providing the leadership and guidance necessary to effectively carry out his or her program mission. Collectively, they serve as the Agency's strategic management team in ensuring that FSIS planning priorities and long-range program strategies are implemented.

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## **Inspection Operations**

*Dr. Wilson S. Horne,  
Deputy Administrator*

Inspection Operations (IO) inspects and monitors operations in 6,900 meat and poultry plants throughout the country to ensure that consumers receive safe, wholesome, and accurately labeled

products. The inplant inspection workforce consists of 6,052 food inspectors, 178 food technologists, and 1,054 veterinarians.

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## **Executive Secretariat**

*Catherine M. DeRoeper,  
Director*

The Executive Secretariat (ES) provides the Administrator with administrative support for the National Advisory Committee on Microbiological Criteria for Foods, Codex Alimentarius, and the Freedom of Information Act.



## **Administrative Management**

*William J. Hudnall, Deputy Administrator*

Administrative Management (AM) provides management service support to the Administrator and to all FSIS programs.



## **Policy Evaluation And Planning Staff**

*Carol M. Seymour, Director*

The Policy Evaluation and Planning Staff (PEPS) supports program offices in regulations development, planning, and evaluation activities to improve inspection programs.



## **Information And Legislative Affairs Staff**

*David B. Schmidt, Director*

The Information and Legislative Affairs Staff (ILA) provides complete information to the news media, consumers, employees, the industry,

and Congress about Agency policy and communicates safe food-handling practices to food preparers.



## **International Programs**

*Patricia F. Stolfa, Deputy Administrator*

International Programs (IP) ensures that imported meat and poultry products are produced under the control of inspection systems that are equivalent to the U.S. system and that the

products are wholesome and correctly labeled. IP supports U.S. exports through technical discussions of foreign inspection requirements, dissemination of export information, and certification that exported products meet U.S. and foreign requirements.



## **Science And Technology**

*Dr. Marvin A. Norcross, Deputy Administrator*

The Science and Technology (S&T) program provides the scientific services and technical support necessary to advance meat and poultry inspection

beyond detection and towards the prevention of foodborne hazards while relying heavily on risk assessment and quality control. Its support services are designed to assure product safety from disease, harmful chemicals, toxins, and food-poisoning microorganisms, as well as to prevent economic fraud and insanitary preparation.





## **Equal Opportunity And Civil Rights Staff**

*Cynthia P. Mercado,  
Director*

The Equal Opportunity and Civil Rights Staff (EO/CR) manages the development of Agency policies and programs to assure compliance with the Civil Rights Act of 1964 and other applicable laws and regulations. The Staff plans program initiatives, evaluates employment activities, mediates the resolution of complaints, and conducts training and program reviews.

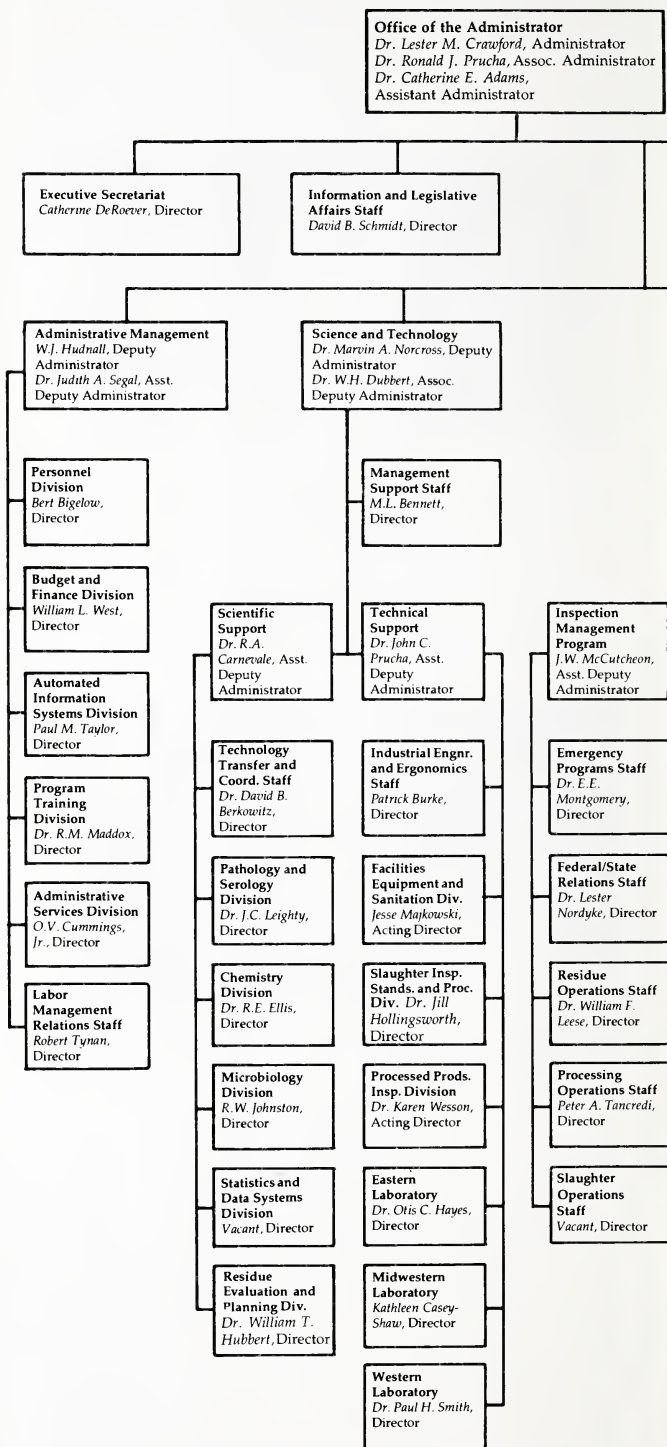


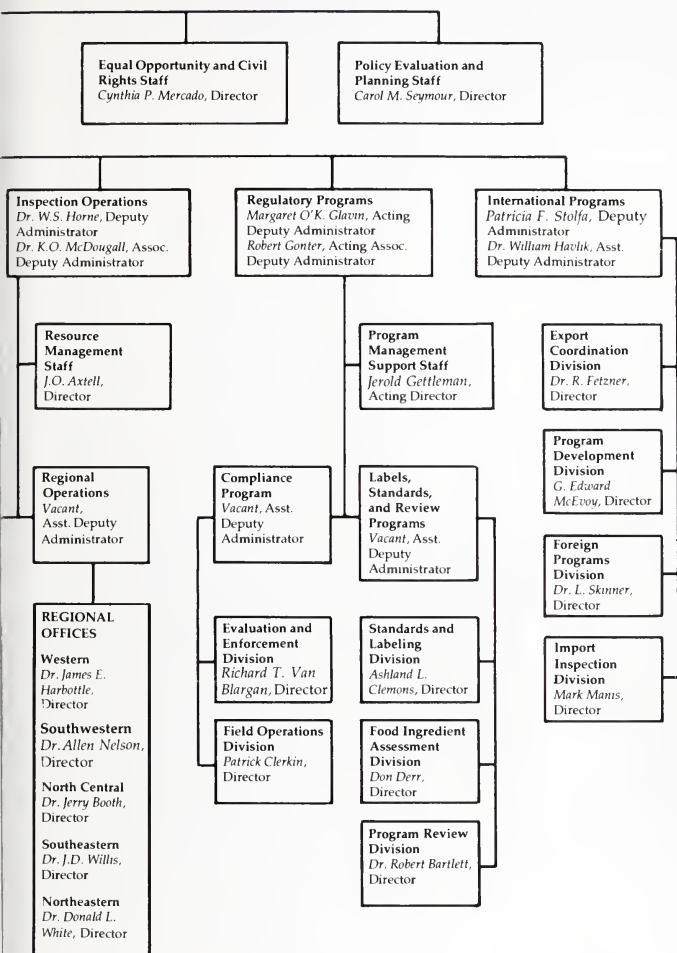
## **Regulatory Programs**

*Margaret O'K. Glavin,  
Deputy Administrator*

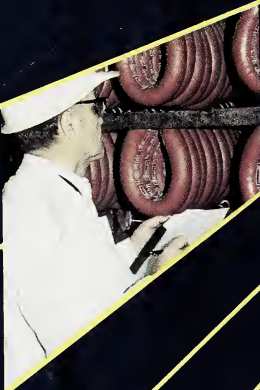
Regulatory Programs (RP) manages Agency label approval and food ingredient assessment activities, investigates statutory violations, initiates appropriate sanctions, and conducts oversight reviews over Agency programs and operations.

# The New FSIS Organization





The above organizational chart reflects the Agency's increased scientific orientation and emphasis, the reduction in the number of staffs reporting directly to the Administrator, emphasis on Agency priorities in the Compliance and Labeling areas, and preparation for HACCP implementation.



United States  
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Food Safety  
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Service

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